NAE Alignment Assessment

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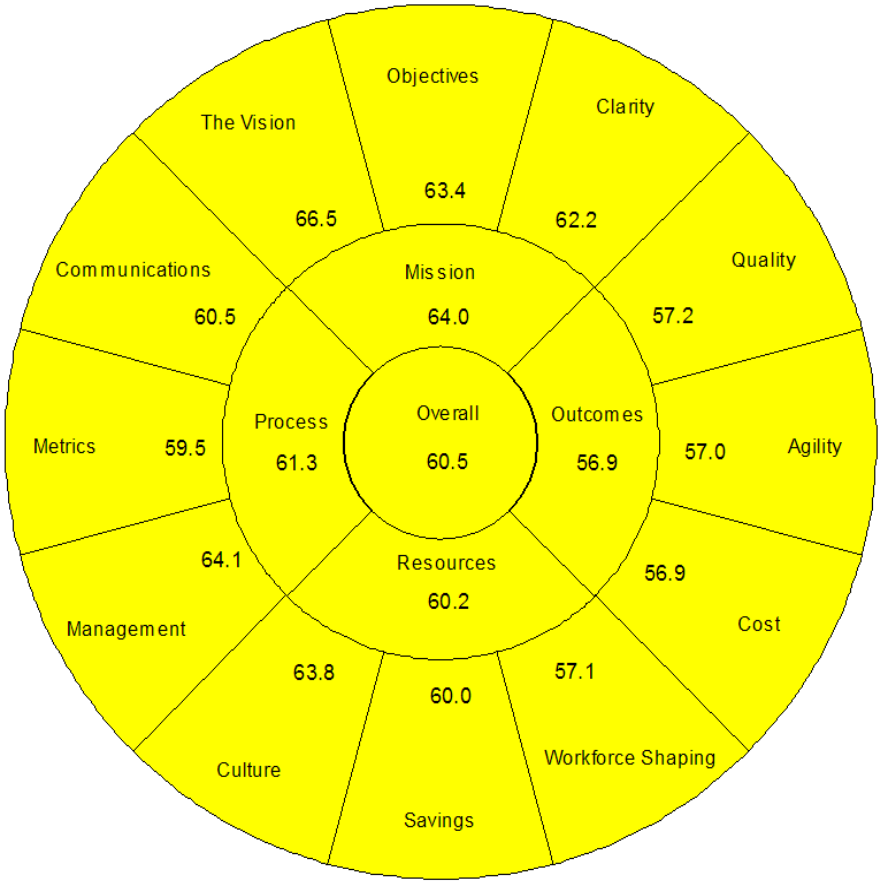
Survey Data

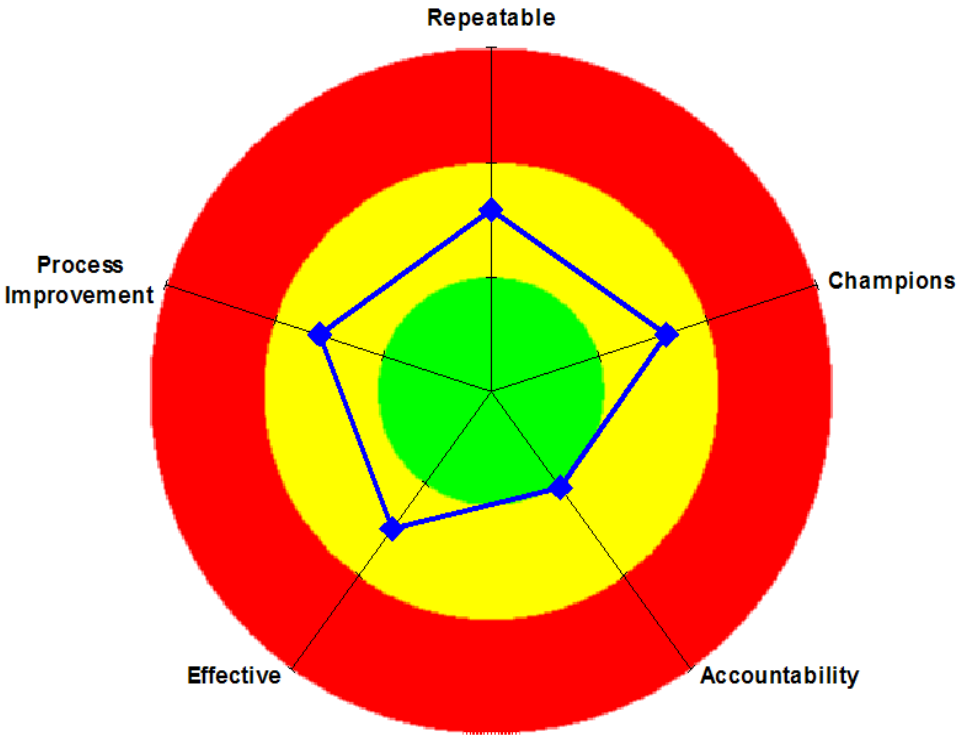
- **Conducted NAE wide last two weeks of May**
  - Questions & data set developed by CFT in April & analyzed in July
- **Target audience was 04 and above, E9, GS12 and above and selected CSS**
- **68% response rate (7,778 responses)**
  - 5095+ responses from NAVAIR as part of their survey
  - Scale was 1-7 with 7 high score
  - Straight 4's (neither agree nor disagree) equals 57.2%
- **Color scale**
  - Red = 50% or below
  - Yellow = 50-75%
  - Green = 75% or higher

Reading the Data - The Wheel View



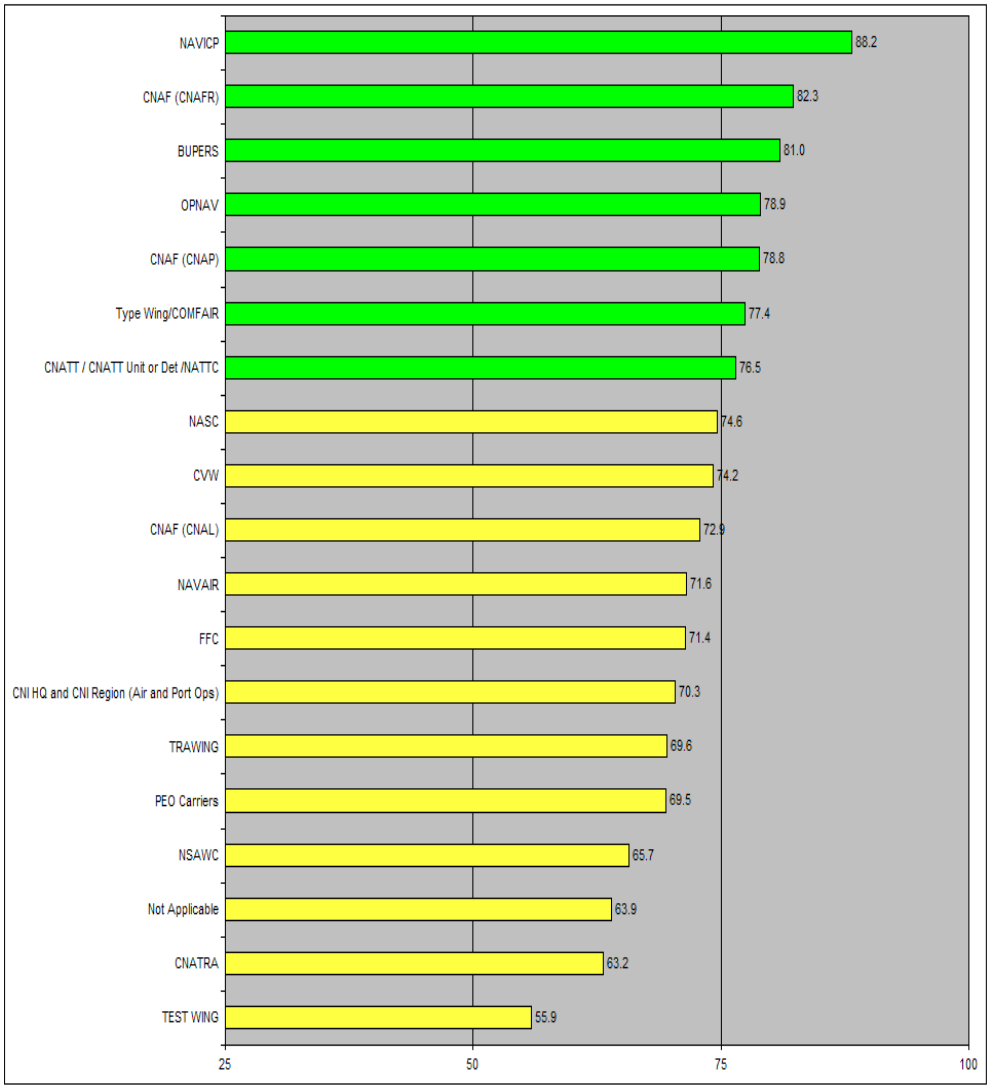
- The Wheel View presents a view of alignment data by Dimension and Factor
- 1 to 7 scale used in assessment is converted to 100 point scale
- Individual statements (not shown in this view) are averaged to produce Factor scores
- Factors are averaged to produce Dimension scores
- Dimensions are averaged to produce Overall score
- Color-coding is intended to assist in providing quick identification of outliers and should not be misinterpreted. Relative strength or weakness is the key here.
- This is aggregate data for the entire organization—greater differentiation exists across factor as individual parts of the organization are considered—but even at this level some significant outliers emerge

Reading the Data - Bullseye View



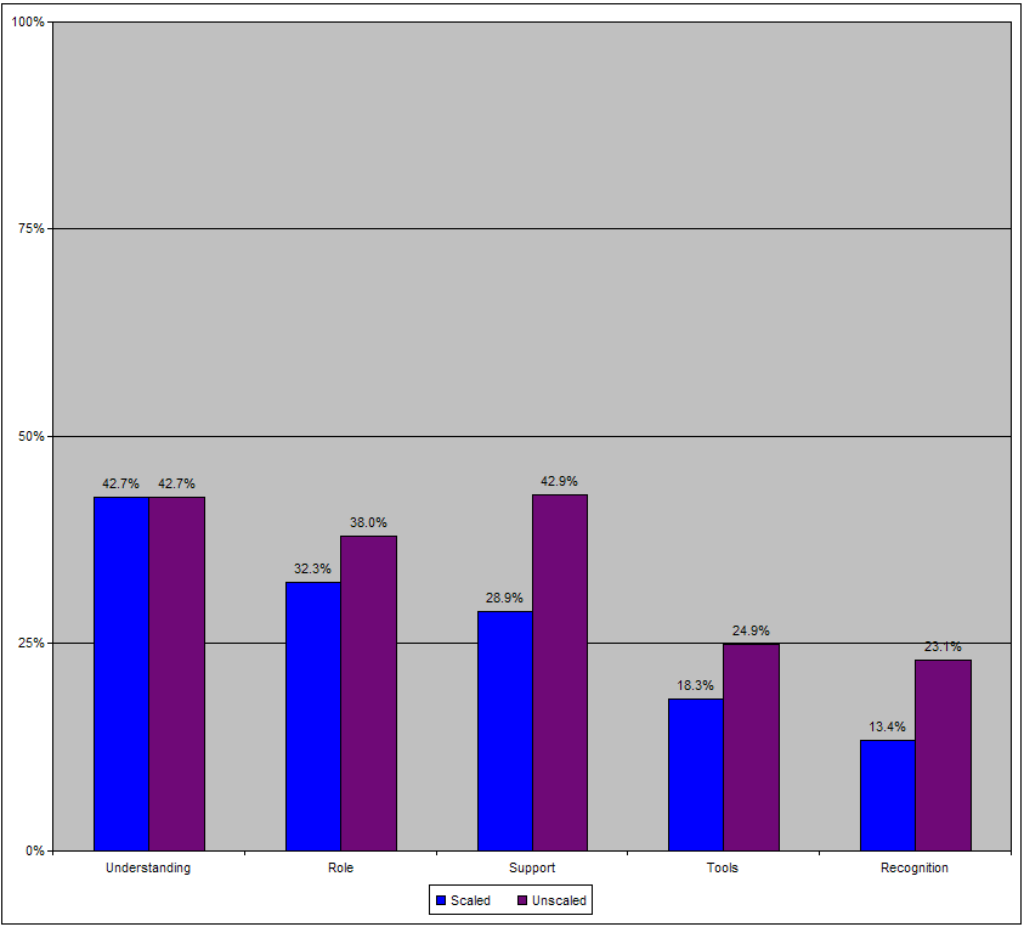
- **The Bullseye view presents results for all Statements within a selected Factor (or all Factors within a Dimension – not shown here)**
- **This view allows for the easy identification of outliers. In this view, we can see issues where alignment is not strong which are negatively affecting the Factor.**

Reading the Data - The Gap Chart



- The Gap chart can present data for factors or individual statements
- Each bar represents one demographic group in the selected dataset
- Groups are sorted from highest to lowest results
- The GAP view, allows you to quickly assess the level of alignment reported by each unit or selected demographic group. The goal here is not to single out any group, but rather to identify those groups that may hold the key to best practices and those that may need additional support. This view when applied to specific factors and statements is especially powerful for this purpose.

How to Read a SCORE Chart

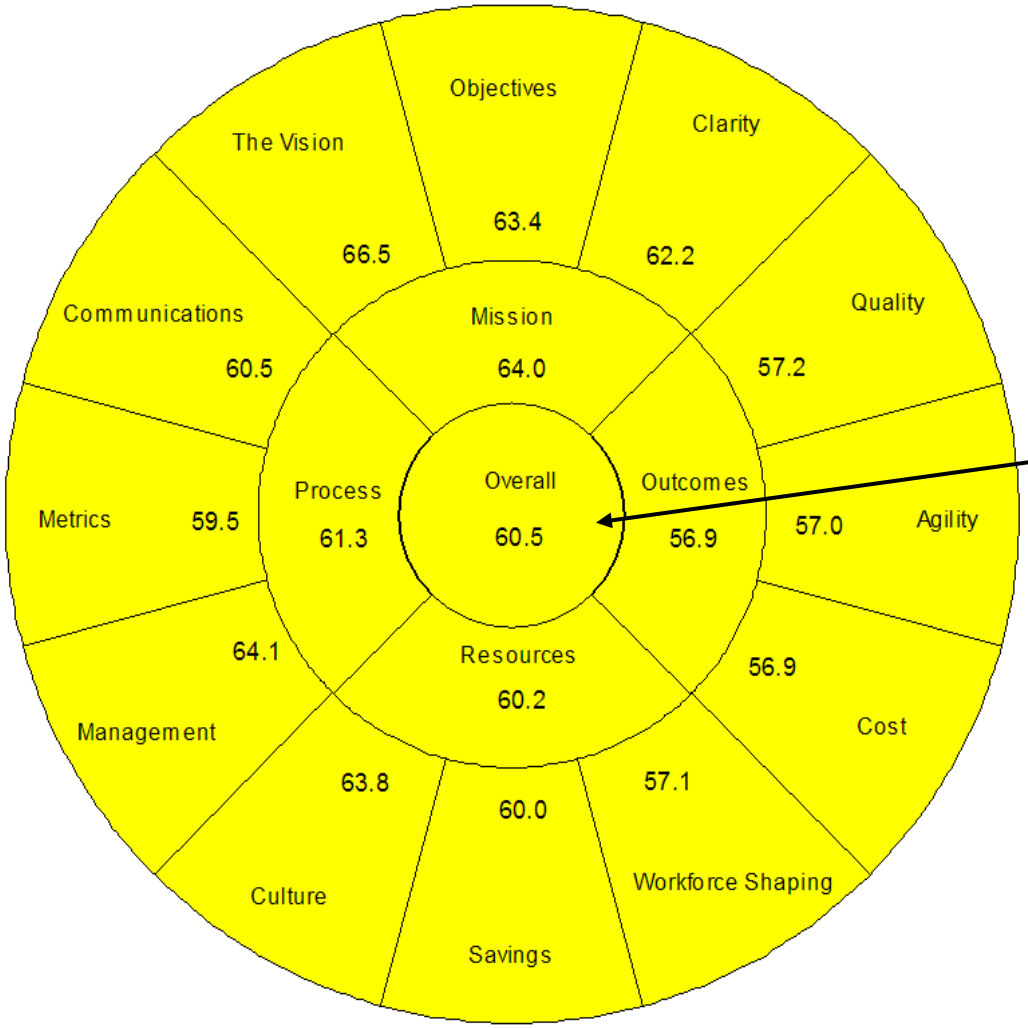


- SCORE chart reflects each of the five requirements of execution: Understanding, Role, Support, Tools and Resources, and Recognition
- The “unscaled” or purple bar is the percentage of respondents who reported the individual requirement has been met by answering 6 or 7
- The “scaled” or blue bar is a calculated value showing the percentage of respondents who reported all requirements up to that point have been met by answering 6 or 7 to that step and all preceding steps
- 20-25% or more for the final blue bar for all respondents indicates critical mass in execution capability
- Scores higher than 20-25% should be expected for leadership and other key groups

The Results:

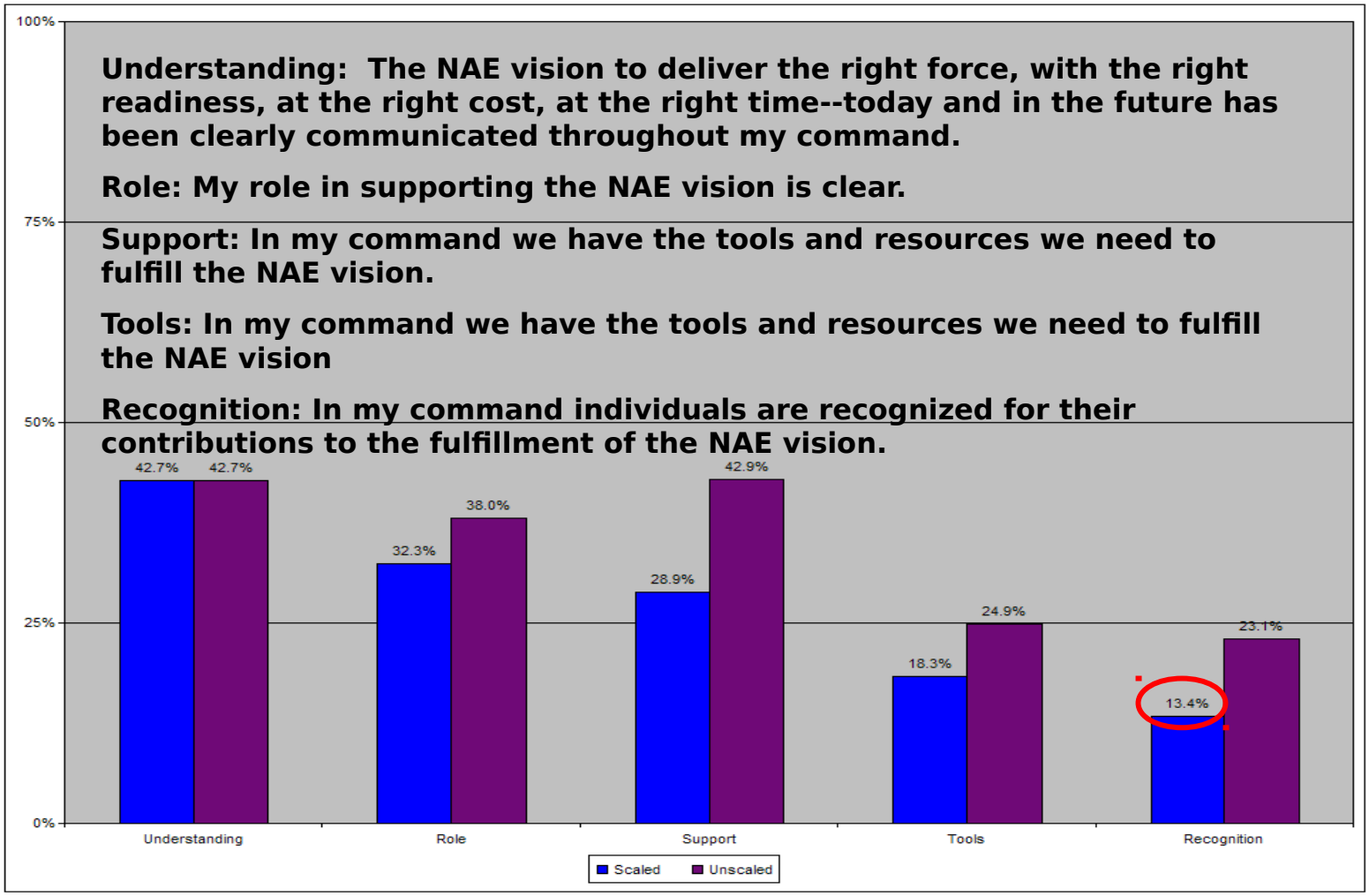
- ***High degree of alignment among Flag's and SES's***
- ***Understanding of NAE Mission and Vision decline down the officer ranks***
- ***Strong understanding at Shore AIMD/ASD's of their role in enabling NAE.***
- ***Low understanding and utilization of NAE's single fleet driven metric (Aircraft Ready for Tasking at Reduced Cost) at the squadron level.***

NAE Overall Alignment-The Data Dive



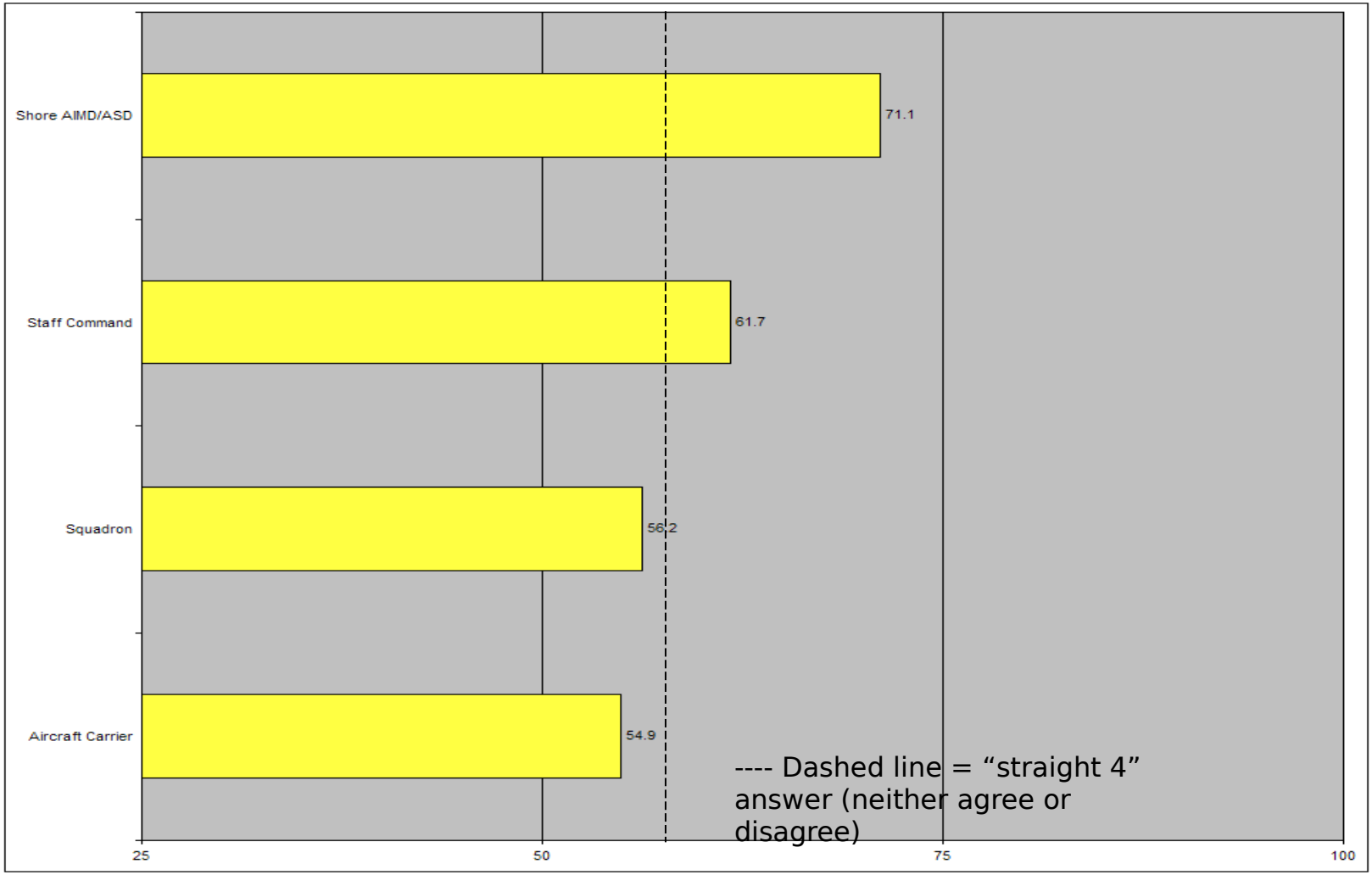
The "overall" response (1-7 scale) was 4.23, (slightly above "neither agree nor disagree")

The NAE Vision

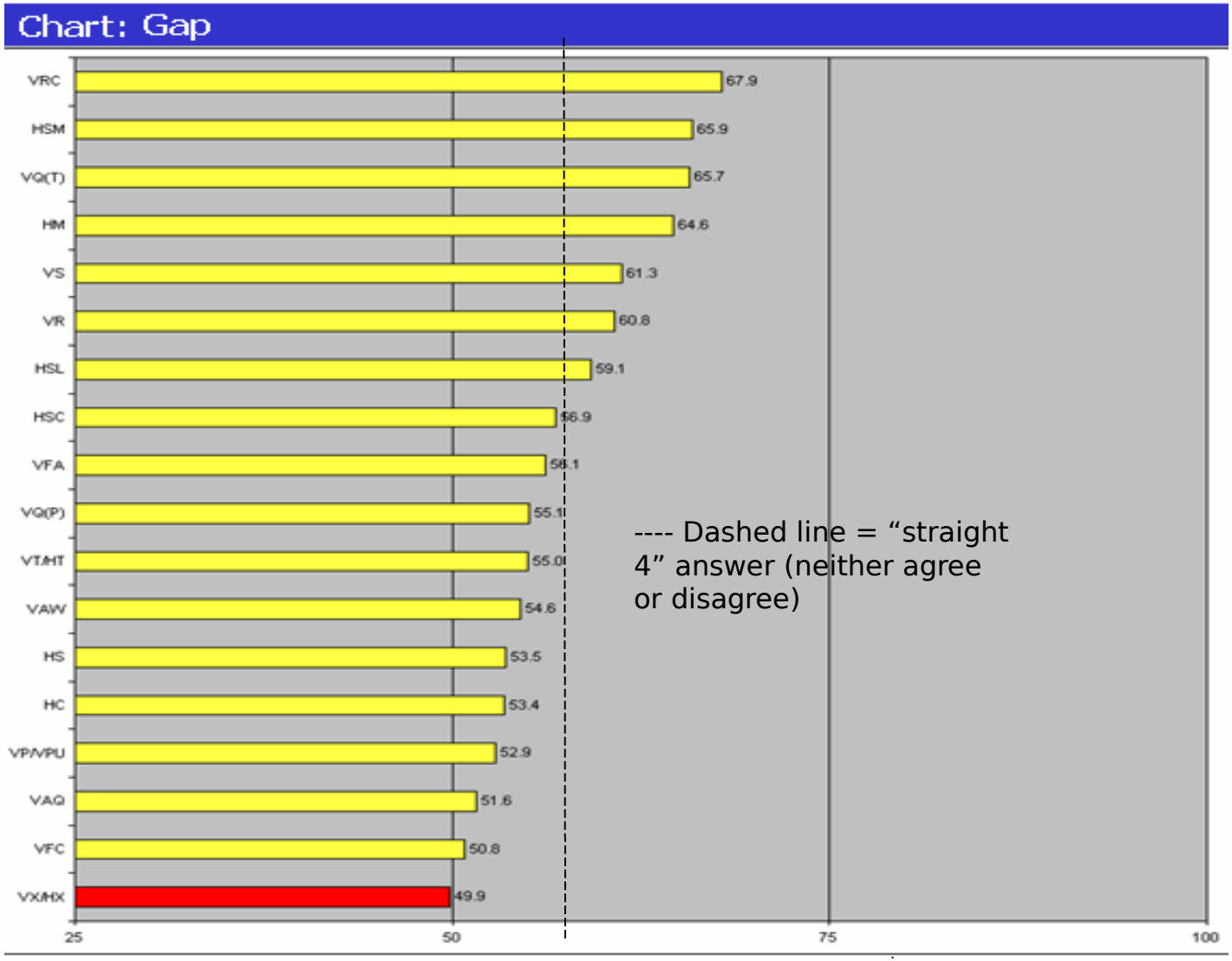

Understanding: The NAE vision to deliver the right force, with the right readiness, at the right cost, at the right time--today and in the future has been clearly communicated throughout my command.
Role: My role in supporting the NAE vision is clear.
Support: In my command we have the tools and resources we need to fulfill the NAE vision.
Tools: In my command we have the tools and resources we need to fulfill the NAE vision
Recognition: In my command individuals are recognized for their contributions to the fulfillment of the NAE vision.
100%
75%
50%
25%
0%
42.7%
42.7%
32.3%
38.0%
28.9%
42.9%
18.3%
24.9%
13.4%
23.1%
Understanding
Role
Support
Tools
Recognition
Scaled
Unscaled

Research shows that to be a Champion of the Organization's Mission, you must be highly aligned (scored 5,6 or 7) to the five attributes; in the NAE 13.4% were highly aligned

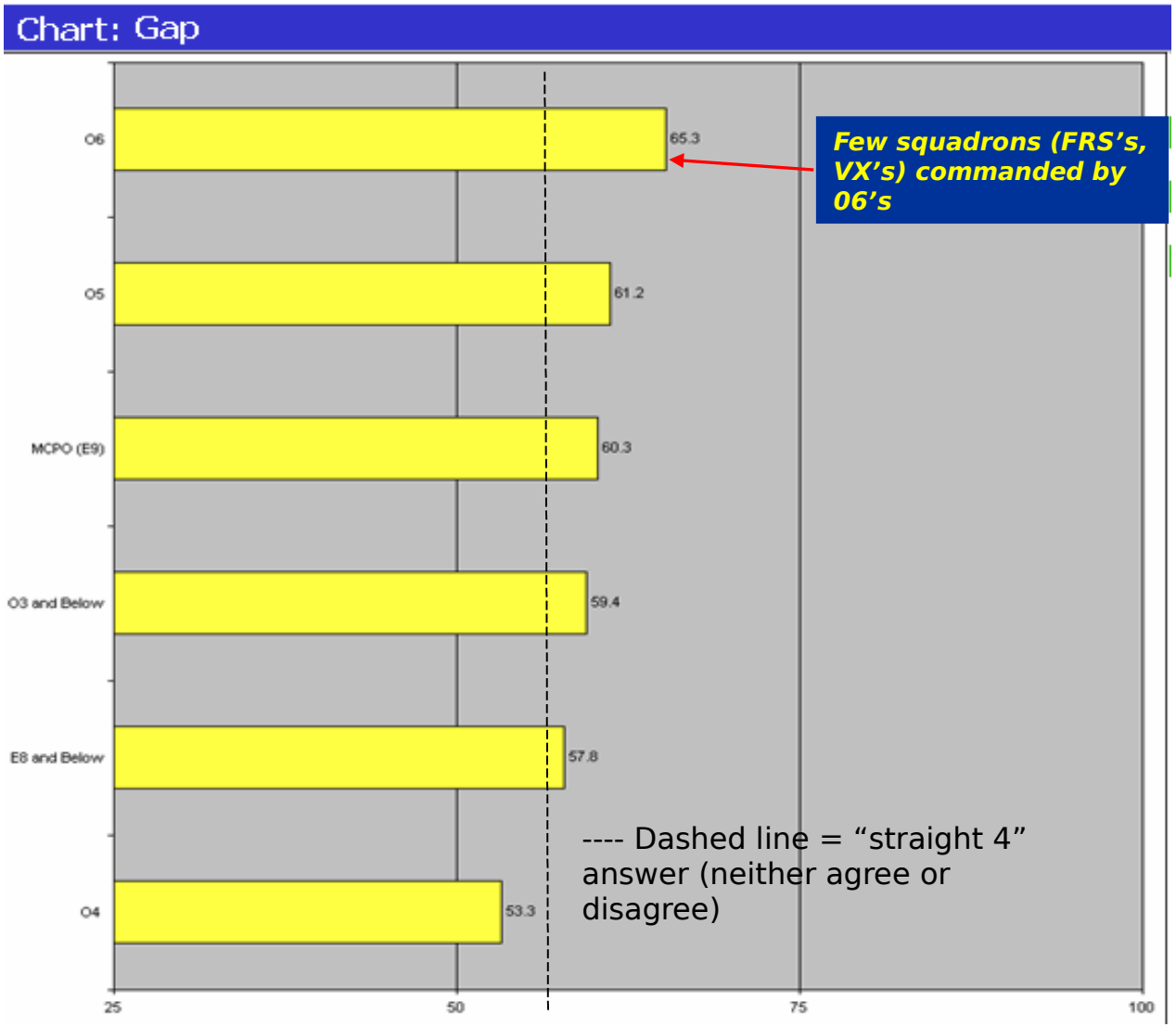
Overall Alignment by Assignment



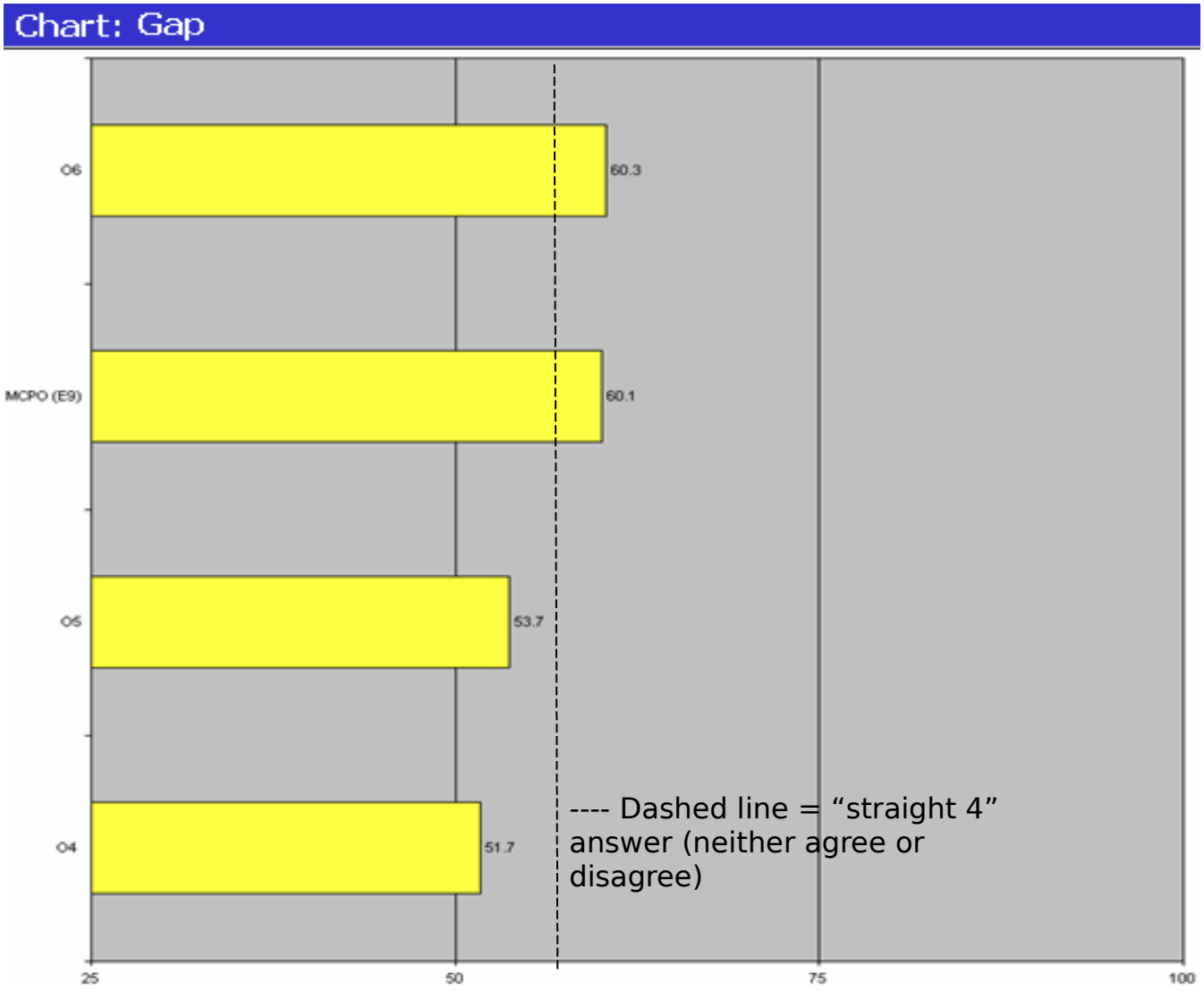
Overall Alignment by Squadron Type



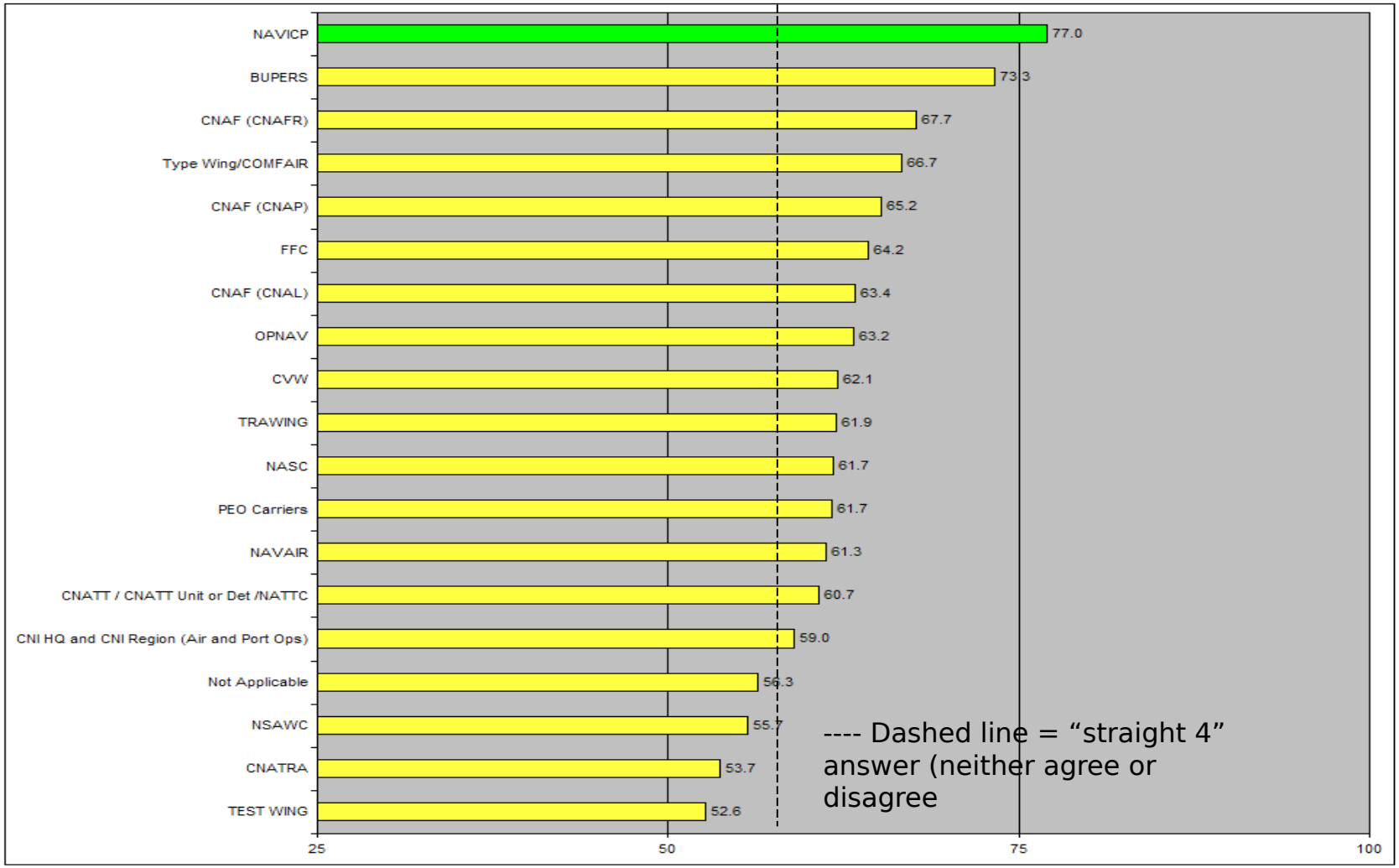
Squadron-Alignment by Pay-grade



CV(N)-Alignment by Paygrade

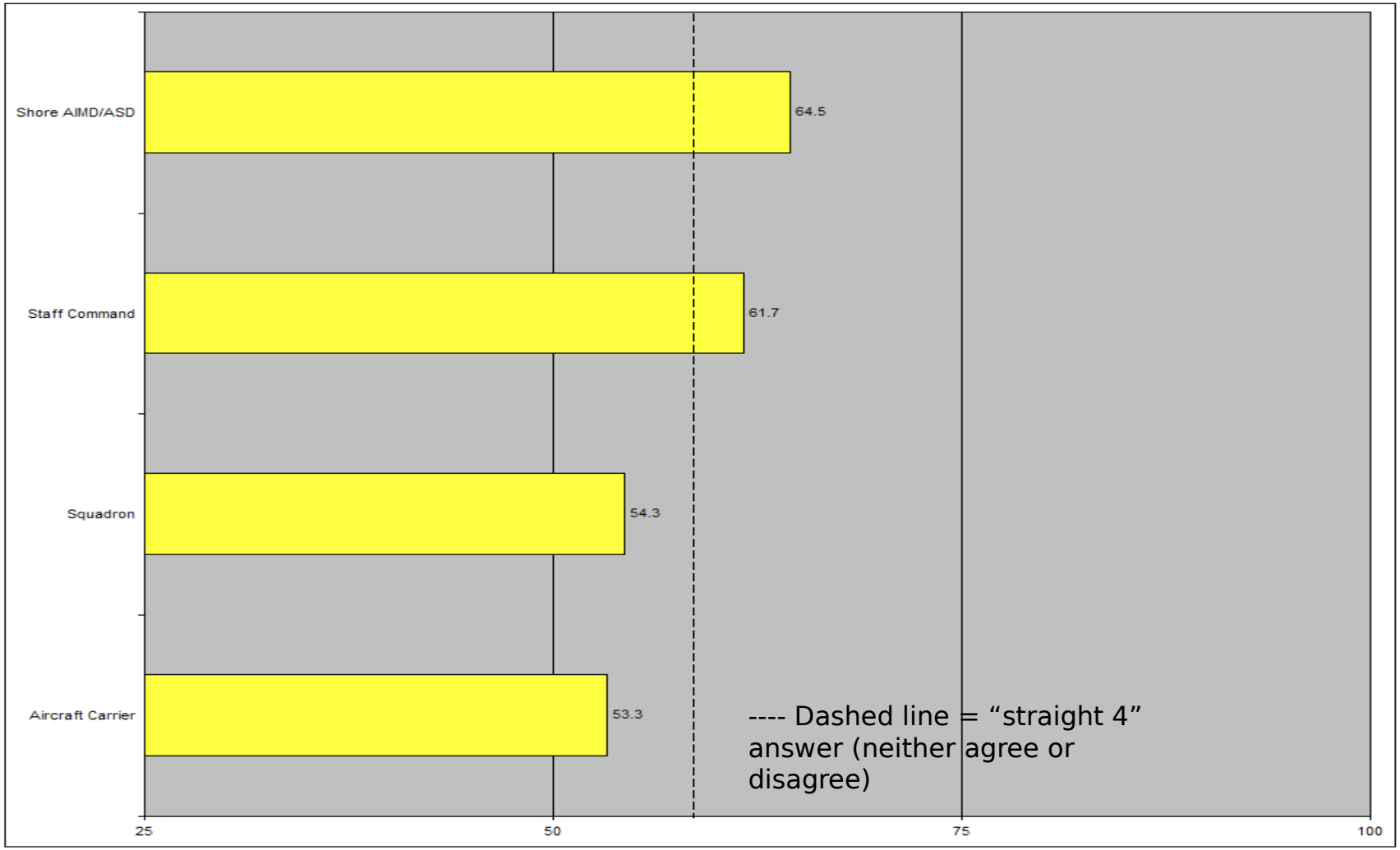


Overall Alignment by Staff Command



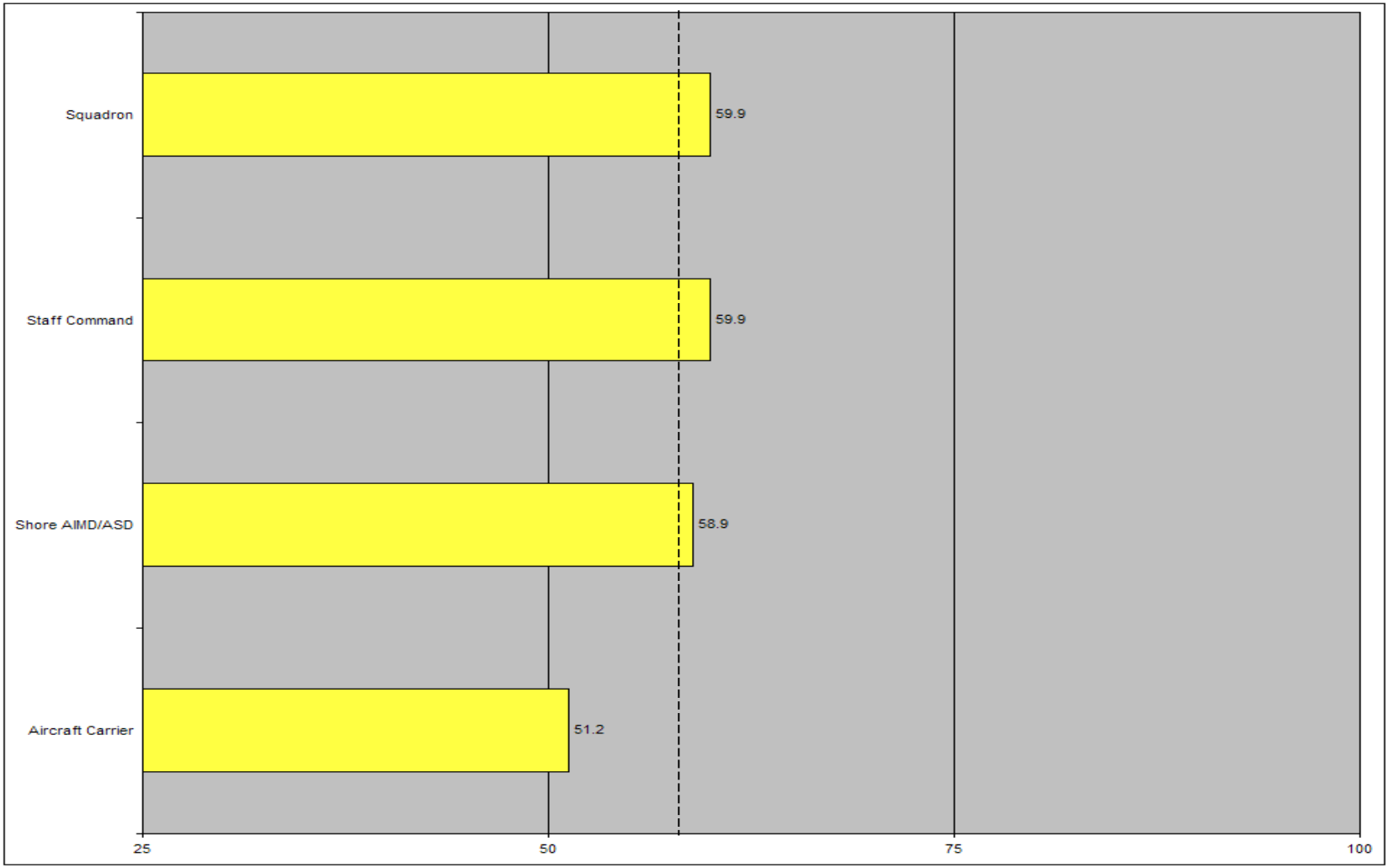
Mission: Clarity: Roles and Responsibilities

Roles and responsibilities among the Commands in the NAE are clear.



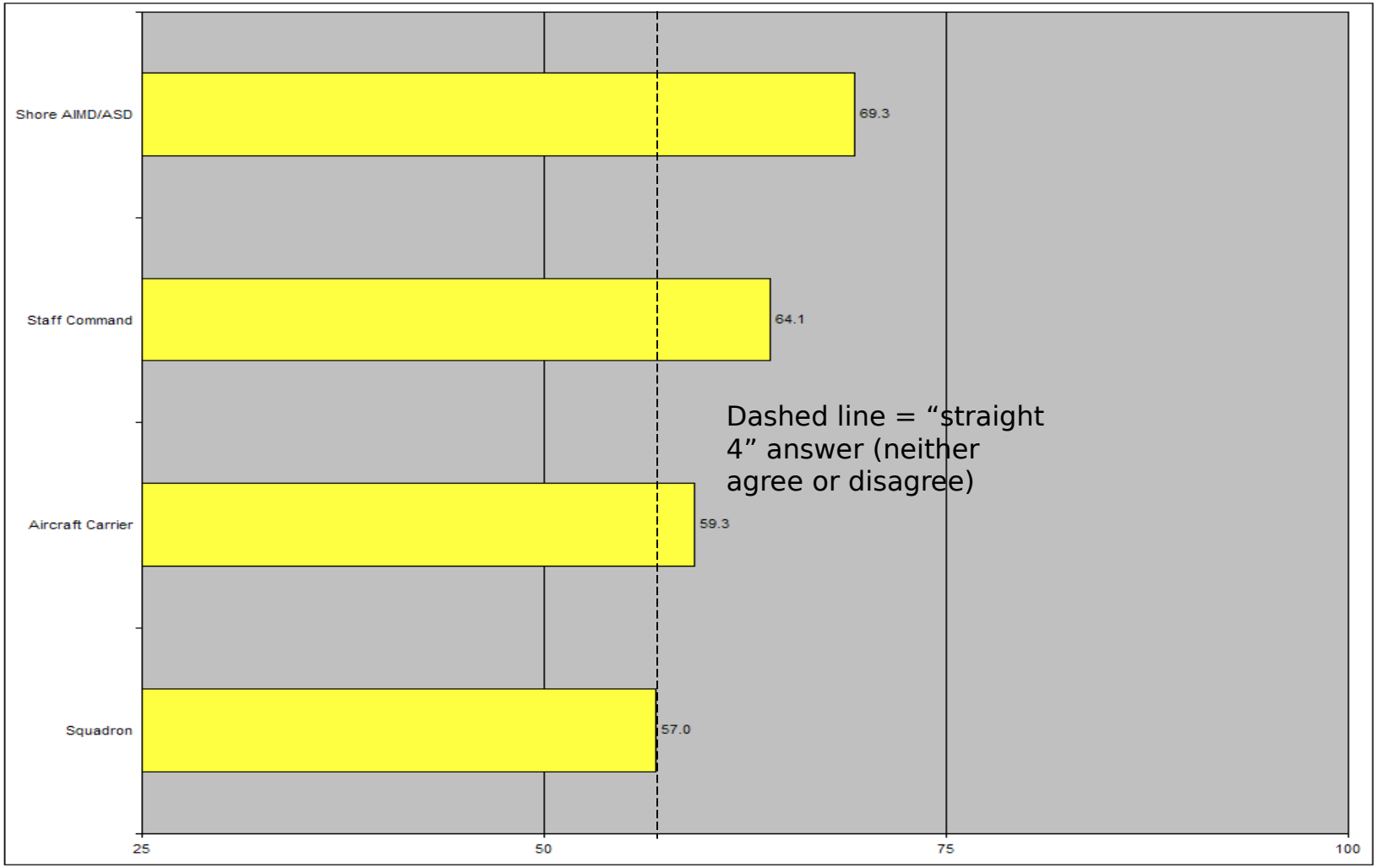
Process: Metrics: Core Metric (Aircraft)

In my command we regularly review the core NAE metrics of aircraft ready for tasking at reduced cost.



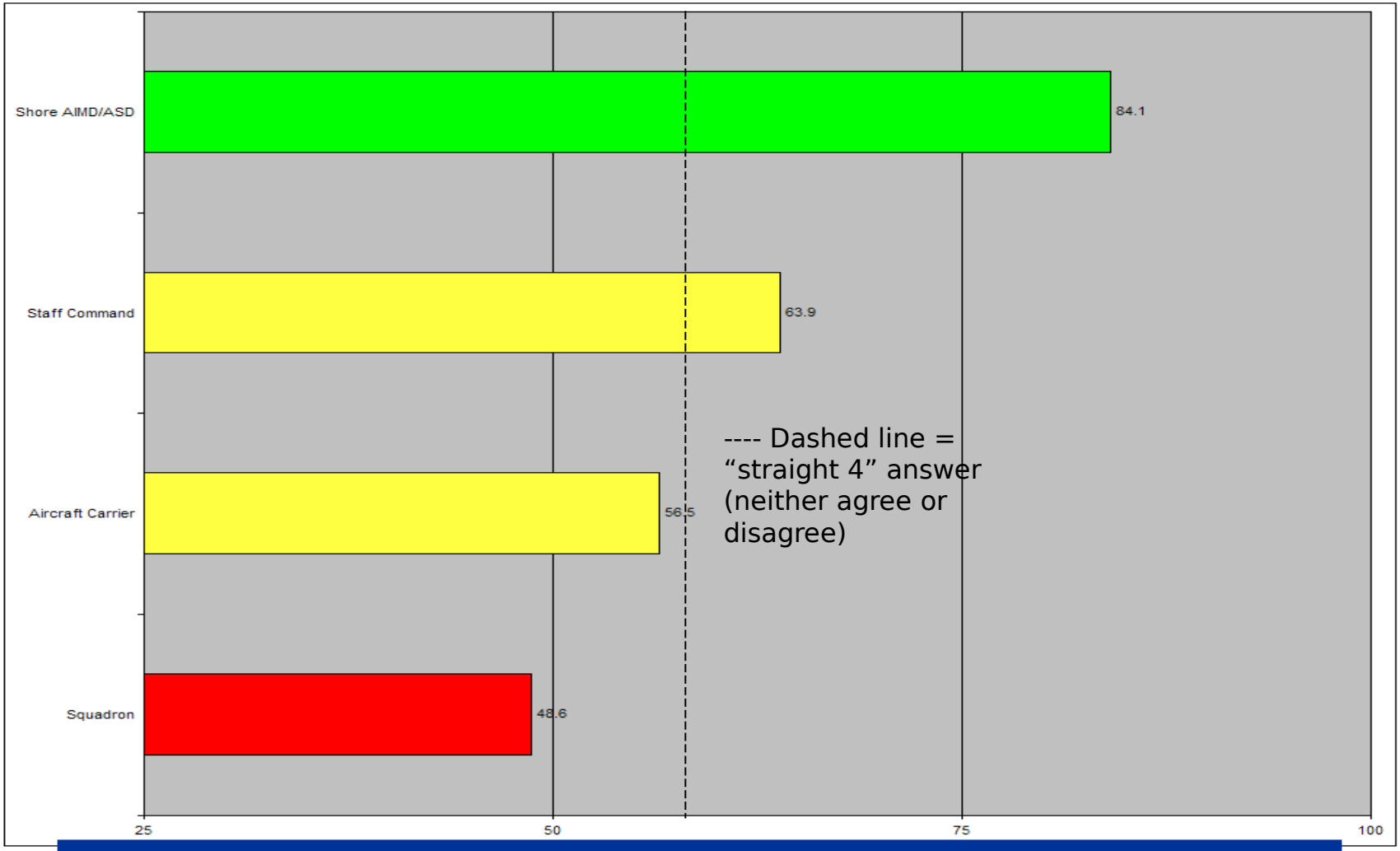
Mission: The Vision: Tools

In my command we have the tools and resources we need to fulfill the NAE vision.



Resources: Savings: Waste

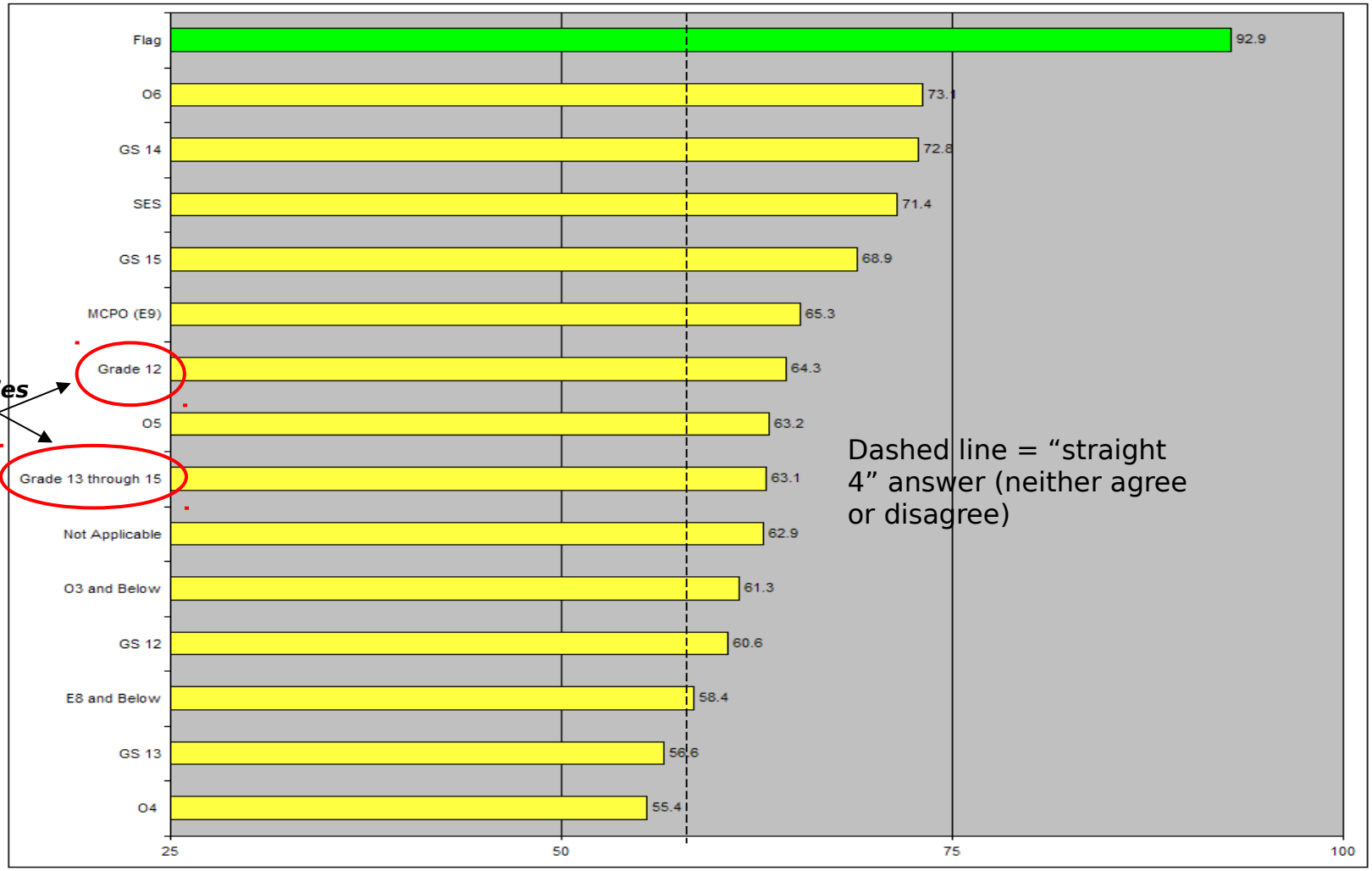
In my command we effectively use productivity tools (such as LEAN, Six Sigma and Theory of Constraints) to eliminate waste and improve efficiency.



AIMD's/ASD's have been immersed in Airspeed for 2+ years, data demonstrates the need to bring productivity tools (Airspeed) to the squadron and carrier.

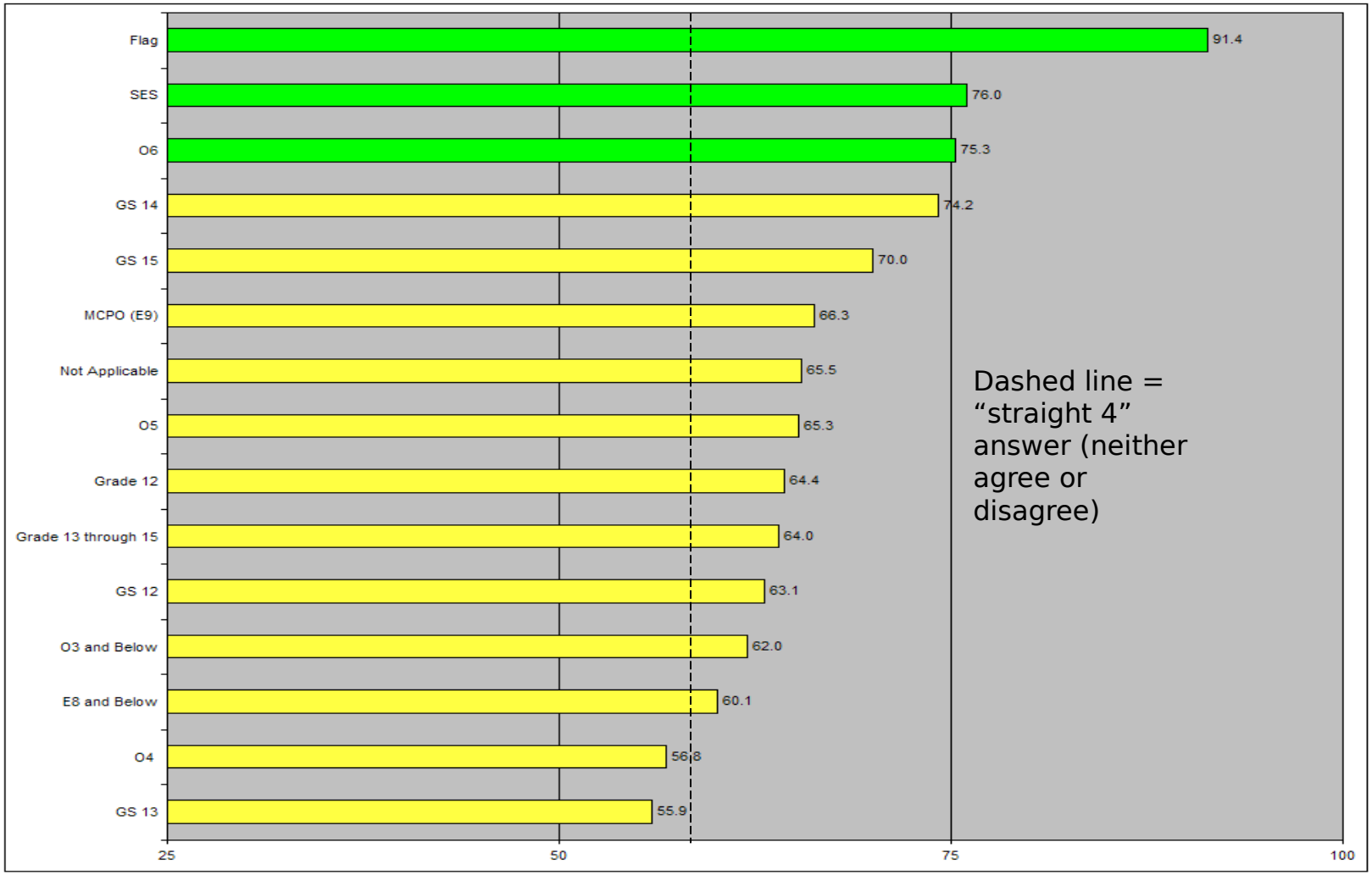
Mission: Objectives: Cost

NAE leadership has clearly communicated what it means to deliver readiness at the "right cost".



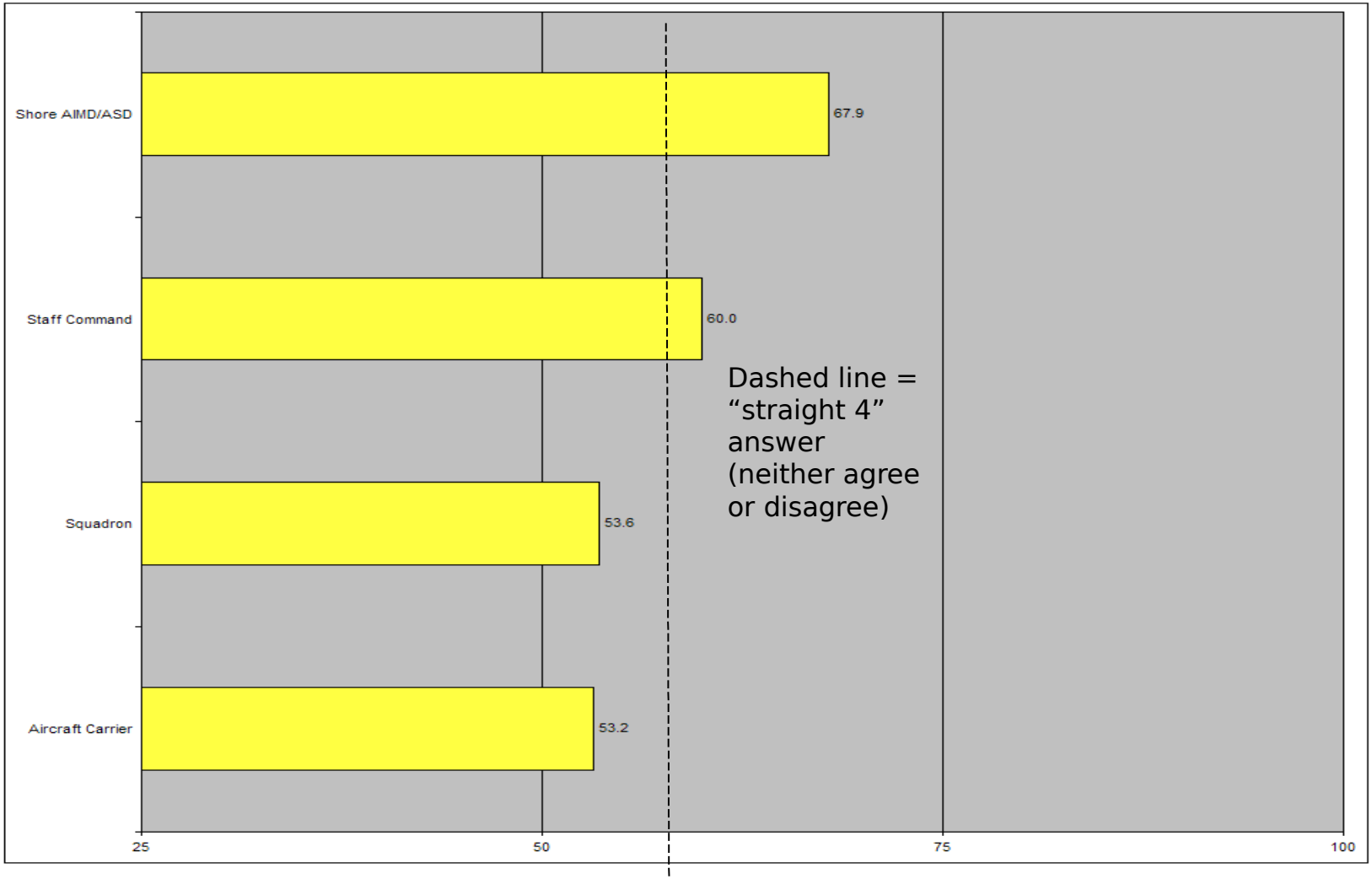
Mission: Objectives

NAE leadership has clearly communicated what it means to deliver the "right readiness."

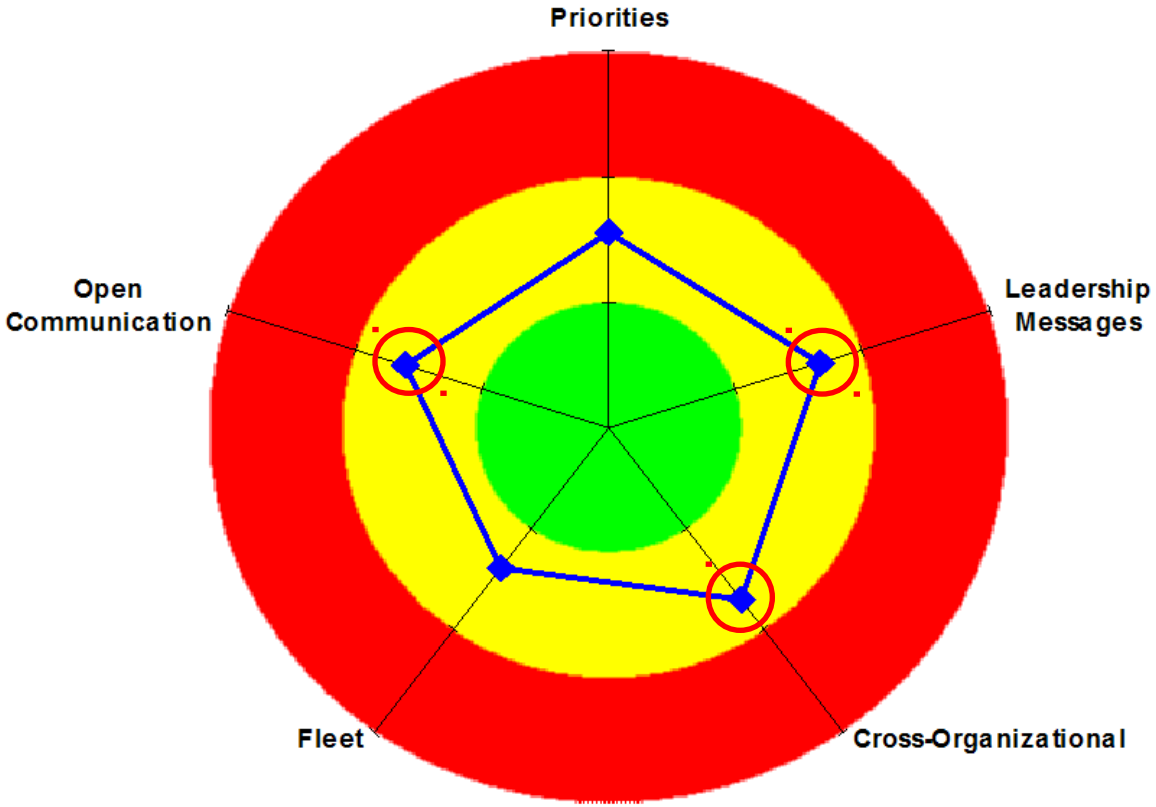


Resources: Savings: Reinvestment

In my command we are aware of how the savings we generate through cost reductions or cost avoidance are used in support of the NAE vision.



Process: Communications



Cross Organizational: I get the information I need from other supporting commands in the NAE on a timely basis.
Open Communication: When barriers are identified there is an effective method for referring them up the NAE chain-of-command.
Leadership Messages: I get clear policy guidance I need from NAE leadership on a timely basis.

Top Level Focus Areas

1. **Develop and apply guidance for NAE Roles and Responsibilities at the individual level**
2. **Institutionalize use of the Big 5 metrics (including RFT) in all Current Readiness focused units**
3. **Increase the consistency, clarity and frequency of NAE communication initiatives including the targeting of specific audiences**
4. **Develop and apply guidance regarding Rewards/Recognition for NAE contribution**
5. **Accelerate deployment of AIR*Speed* toolset**
6. **Increase FTEs dedicated to NAE work**
7. **Document and disseminate actual savings**
8. **Refine NAE core metrics for Current and Future Readiness**
9. **Refine NAE objectives to which commands and individuals can align**
10. **Use TFR data to shape TFR execution plan**

Highest Priority Focus Areas

Back-up

REFINE NAE OBJECTIVES TO WHICH COMMANDS AND INDIVIDUALS CAN ALIGN

Description: Refine NAE objectives to which commands and individuals can align

Behavioral Impact: Alignment of all members of the NAE towards accomplishment of common objectives

Actions:

- Develop/refine next tier objectives which support NAE vision of cost wise readiness today and in the future
  - Refine current readiness objectives which support NAE vision
  - Define future readiness objectives which support NAE vision
  - Prioritize/balance current and future readiness objectives
  - Promulgate top level objectives to allow subordinate NAE commands/activities to establish vertical alignment of activity objectives to these top level objectives
- Subordinate NAE commands/activities develop vertical alignment of activity objectives to these top level objectives

Audience(s): O-5 and below, GS-12 thru 15

Owner: NAE BOD initially, then subordinate commands/activities

Stakeholders: Every NAE member in a leadership position

Resources: Initially NAE Working Group-broad representation, then subordinate commands/activities

Timeline: 60-90 days

Metric: Establishment of objectives

Impact/Outcome: All members will understand their role in supporting NAE objectives-"work on the right things"